Committee on Equal Opportunity
Janice Tsoh, Chair

Monday, October 13, 2014
10:00 am – 12:00pm
Room 506

AGENDA

1. Welcome and Introductions

2. Approval of the Minutes of the July 14, 2014 Meeting (Attachment 1)

3. Chair’s Report
   • Leadership Retreat
   • Coordinating Committee
   • Promising Practices (Attachment 2)
   • UCSF IT Update (Attachment 3)

4. Review of Committee Charge
   • Bylaws (Attachment 4)
   Organizational Chart (Attachments 5 & 6)

5. Report from the University Committee on Affirmative Action and Diversity (UCAAD)
   • UCAAD Annual Report (Attachment 7)

6. Update from the Committee on Campus Climate, Culture and Inclusion (4CI) Meeting

7. Salary Equity Survey Update

8. Issues for 2014-15
   • Update of the Strategies and Resources to Develop a Diverse Applicant Pool Document
   • EQOP’s role in updating Faculty Handbook
     o Communication from the Committee on Academic Personnel for Bylaw Changes Regarding the Faculty Handbook (Attachment 8)

9. Old Business

10. New Business
Committee on Equal Opportunity
Gordon Fung, MD, MPH, PhD

MINUTES
Monday, July 14, 2014

PRESENT: Gordon Fung (Chair), Janice Tsoh (Vice Chair), Kim Dau, Pat Finley, Manisha Israni, Marguerita Lightfoot, Audrey Lyndon, Anil Sapru, Enrique Terrazas

PERMANENT GUEST: Renee Navarro, Vice Chancellor, Diversity and Outreach

The Committee on Equal Opportunity was called to order Chair Fung on July 14, 2013 at 9:40 a.m. in room CL 215. A quorum was present.

Chair’s Report
Chair Fung made these announcements related to the Coordinating Committee:

- The Chancellor made a brief presentation on gift taxes.
- Vice Chancellor of Planning, Lori Yamauchi, gave an update on space issues surrounding the activity-based work space.
- Vice Chair of the Academic Senate, Ruth Greenblatt, gave an update from Academic Council where they met with President Janet Napolitano. The president thinks the Senate moves too slowly and has appointed very few faculty members to the committees she has convened.

Full minutes of the Coordinating Committee can be found here.

University Committee on Affirmative Action and Diversity (UCAAD)

Vice Chair Tsoh reported on the following items from the June meeting:

- APM 210 has been a major issue. UCAP and UCAAD have joined forces to work on clarifying the APM.
- The Deans have received funding for diversity training. There is much discussion on how to get them attend. Some of the plans involved a theater-type module. (Attachment 1) Member comments included:
  - Why are we limiting this to top level administrators? This should be available to everyone.
  - Vice Chancellor Navarro attended such an event at UC Davis. The actors did a scenario incorporating harassment, gender equity and race issues. The AAMC has been using these acted out scenarios in search committees for some time. She thinks it would be a great step.
  - Vice Chair Tsoh is under the impression that this will not be a mandate. VC Navarro remarked that generally, faculty are anti-training. Perhaps we can remind them of the APM letting them know that this could count towards their promotion/stewardship.
  - There is concern that calling the module “diversity training” may not engender participation. Other suggestions include calling it “how to have a more productive department,” or “how to improve the climate in your department.”
- Climate Survey. Many campuses still don’t know who to go to for the data. Vice Chancellor Navarro commented that Office of the President has asked each campus to come up with 3-5 initiatives. She noted that at UCSF:
  - Individuals with disabilities across the board felt most exclusionary.
o 29% of campus have felt exclusionary behavior. This is higher than the rest of the campuses and the national rate. This was largely felt amongst staff.

o URMs also experience higher incidences of exclusionary behavior.

o The LGBT community experiences higher incidences of exclusionary behavior in the classroom.

o There is no budget for this initiative yet. Interim Chancellor Hawgood has asked for the plan to address these initiatives and will fund accordingly. Vice Chancellor Navarro will send her presentation to EQOP.

Full minutes of the UCAAD meeting can be found here.

Faculty Handbook for Success
The committee agreed that the Faculty Handbook for Success should stay housed in the Senate. Ideally, EQOP would partner with the Committee on Academic Personnel (CAP). The updated handbook should include tips for Advance and an updated online CV.

Review of the Strategies and Resources Document
J. Tsoh led a discussion regarding the Strategies and Resources document which has not been updated since its publication in 2010. Committee comments included:

- How to make the document more usable?
- The group agreed with the sentiments conveyed in the executive statement.
- The links are not useful and too cumbersome to update.
- The organizations should be presented in a format that is sortable.
- The document should not be duplicative with ODO’s materials. Vice Chancellor Navarro will share her three-pager with the committee. She suggested a presentation from Cynthia Leathers or Emerald Lyte regarding the AP Recruitment Processes.

Report from the Vice Chancellor of Diversity
Vice Chancellor Navarro had these announcements:

- Barbara French co-chaired a system-wide committee on LGBT issues. The committee is dealing primarily with transgender issues and a task force is being convened. S. Patel voiced the importance of having an LGBT member on EQOP. M. Israni agreed to serve as a liaison with the Chancellor’s Committee on LGBT issues.
- Climate Survey. Vice Chancellor would like ongoing input from EQOP on formulating the initiatives. There is now a core group doing unconscious bias training across the campus. She has been working with Division Chiefs. She recommended that the committee take the implicit bias test and then she will do a presentation.
- Compliance. The final conciliation agreement was received. The major violation was tracking of recruits. Will have to report back to OCCP in 2015 regarding academic and staff hires. She is putting together a staff and faculty workgroup. She offered EQOP a place at the table. Chair Fung volunteered.
- There is currently a lot of scrutiny regarding bias against women and women’s safety issues since the New York Times article which focused on California. The current focus is to address issues related to students who are perpetrators.

Old Business
None.

New Business
Anil Sapru will attend the September 18th 4CI meeting.

There being no further business, Chair Fung adjourned the meeting at 11:27 a.m.
Promising Practices in Faculty/Leadership Recruitment
UCSF Office of Diversity and Outreach

Diversity refers to the variety of personal experiences, values and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.

UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT
Endorsed as Amended by the President of the University of California August 17, 2010
http://www.universityofcalifornia.edu/diversity/diversity.html

I. Diversity is Essential to Excellence

- Innovation and Creativity – Scott Page The Difference, 2007 p. 327
  “Substantial evidence suggests that functional and identity diverse groups are more innovative...studies also suggest that groups whose members have diverse preferences are more creative.”

- National Census Data (2010 Census)
  - African American - 12.6% Academic Medicine 2.2%
  - Hispanic/Latin - 16.3% Academic Medicine 3.8%
  - Asian - 4.8% Academic Medicine 12.4%
  - White Alone - 63.7% Academic Medicine 64%

- Women in Academic Medicine

![Representation of Women in Academic Medicine, 2011-2012](chart)

We recognize the connection between diversity and innovation. Our goal is to be the workplace of choice for diverse, top-tier talent. *(UCSF's 2014-15 Plan)*

**II. Unconscious Bias Impacts the Selection Process**

- Unconscious bias represents the rapid cognition that finds patterns based on small bits of information (stereotypes or schemas).
- The unconscious bias is most often incompatible with our conscious values.
- They tend to map to existing social hierarchies and stereotypes *(Nosek, PNAS 2009)*
  - Men > Women, Whites > Blacks
  - Males = Science and Females = Liberal Arts
  - Leadership: Tall > Short

*National Academy of Science (2006)*

- “Greatest barrier to achieving gender equity in STEMM is systematic bias, frequently unconscious“

**Resources:**

- Project Implicit – Biases and associations exist in most people (>75%).
  - [https://implicit.harvard.edu/implicit/](https://implicit.harvard.edu/implicit/)

- AAMC: "What You Don’t Know: The Science of Unconscious Bias and What To Do About It in the Search and Recruitment Process”
  - [https://surveys.aamc.org/se.ashx?s=7C7E87CB561EC358](https://surveys.aamc.org/se.ashx?s=7C7E87CB561EC358)

**Examples of Bias:**

1. Evaluation of CV’s
   - Selection of “Brian over Karen” twice as often.


   - Black Applicants 13% less likely than Whites to receive NIH investigator initiated research grants
3. Leadership Bias

Leadership for Asians in Academia (Mervis (2005). Science, 310, 606-607)
- 15% of life scientists in the US are Asian/Asian American.
- Of the 26 council members and 193 members of 11 standing committees in the American Society for Biochemistry and Molecular Biology in 2005, none were Asian/Asian American.

III. Responsibility of Search Committee Members

- Individual Accountability – know your own bias, take the Implicit Association Test (https://implicit.harvard.edu/implicit/)

- Actively search for diverse candidates
- Carefully review and assess files
- Welcome all candidates with equal respect & courtesy
- Maintain confidentiality
- Monitor activities of committee for equity, broaden search for inclusivity

A. Developing the Pool
- Wording in ad that highlights interest in diversity
  - Specific language emphasizing interest in diversity, resulted in more diverse applicant pools...even in the sciences
- Recruiting through targeted professional organizations
- Asking colleagues to recommend women and minority candidates
- Widening the range of institutions from which you recruit
- Utilizing a diverse search committee (demographics & field)

B. Equitable Evaluation of the Pool
- Use structured interviews and objective evaluation criteria
- Agree on the criteria in advance
- Identify the desired elements
- Rank order the importance of each element

- Slow Down & Do Not Rank Order Immediately
- Insist on Evidence: no anecdotal stories
- Utilize a standardized evaluation form

C. The Interview(s)
- Standard format for the interviews and the campus visit
- Be consistent – use the same set of interview questions
- Provide information on all visits about the culture on inclusion as well as family friendly policies/practices

IV. Academic Values that Support Diversity
Although the University may not consider an individual's race, ethnicity or gender as a component in selection for a faculty appointment...

You can consider:
Academic values that support a diverse environment
- A record of teaching, research or service that will contribute to the campus goal of diversity and excellence.
- Mentoring and outreach activities
- Have each candidate provide a diversity statement, indicating what work they have done that demonstrates their commitment to diversity, equity and inclusion.

Additional Resources:
Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review
https://www.aamc.org/download/102364/data/aibvol9no2.pdf

AAMC E-learning seminar: The Science of Unconscious Bias
https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious_bias.html

Questions and Assistance:
Dr. Renee Navarro, Vice Chancellor
Office of Diversity and Outreach
Diversity&outreach@ucsf.edu
415 476-7700
UCSF Information Technology Update on Key Topics

October 2014
The lack of a comprehensive data security risk management program has resulted in insufficient HIPAA compliance posture across UCSF.

Note: Includes central services such as IT, HR, Legal, & Privacy which are shared across all control points
What is Driving this Risk Profile

• Highly variable work practices across our control points, e.g.:
  • Data handling for business workflow.
  • Granting access to data and applications.

• No IT security compliance oversight to drive progress across control points.
  • The lack of a risk management program was a key factor in OCR’s issuance of a $4.8M fine for New York-Presbyterian and Columbia University for a desktop that exposed data for 18 months.

• The widespread use of personally owned devices for UCSF work.

• Lack of technical controls to enforce policy / procedure, e.g:
  • Control what devices can attach to the UCSF network.
  • Ability to monitor where PHI / PII exists and how it is being moved.
  • Limit the ways in which users and data can enter our network:
    • In a 5-day period, there were over 140,000 SSH remote login attempts on the UCSF firewall. 91% of those were “bad” traffic. 74% of all attempts were from China. 20,000 gained access.

• An IT funding mechanism within Campus that requires individual departments and individuals to make decisions about investing in security controls.
Changes To Expect

• If your organization operates an IT environment they will need to adhere to standards of operation to improve security.

• Technical controls that you haven’t seen previously, for example:
  • Enforce encryption on all computers and removable storage (e.g. USB flash drives).
  • Network Access Control to prevent non-conforming computers from attaching to the UCSF network.
  • Require software on computers that identify where PHI exists and enforce controls on how it is used and where it is being shared (e.g. Google & DropBox).
  • Require management software on all computers attached to UCSF network.

• Password expiration policies.

• Two-factor authentication for technology system administrators and remote users.
Looking Ahead to IT Demand at UCSF

• 5 - year demand projection of IT infrastructure and application projects.
  • Med Center: $70 M: ($13 M – 16 M annually)
  • Campus: $112 M: ($ 18 M - $25 M annually)
  • CESP: $23M (Projected new IT capital projects)

• IT operating support workload will increase substantially to support this growth which means added operating expense of about $27 M annually.

• Steps to mitigate:
  • Operational Efficiency projects (e-mail, service desk desktop support, data center)
  • Consolidation of MC and Campus IT to leverage staff and skills.
  • Consolidate core infrastructure (networks, computing systems, data warehousing, integration / interfaces; etc…).
  • Increase IT organization productivity through Lean IT initiatives.
  • Consider alternative sourcing strategies.

The next generation of research, patient care and education is only possible with increased use of data and information technology.
Key Aspects of the Approach
Talking Points for Executives

- **Consider 3rd party(s) to provide commodity oriented IT services that:**
  - Are generally available in the IT services marketplace;
  - Can be provided at the same or greater quality of service;
  - Can be provided at a material cost savings.

- **Retain direct management of IT services that are:**
  - Central to UCSF strategic plans;
  - Require intimate knowledge of UCSF clinical, research or education operations;
  - Require close interaction with research, education or clinical operations.

- **Information Security Approach:**
  - Data Center facilities: UCSF computing and data resources will remain USA domestic.
  - Personnel / Services: Domestic or internationally where security can be sufficiently attained.
  - Any internationally based services / personnel will have limited access and interaction with sensitive / regulated data (e.g. PHI / PII).
  - Technical controls will be in place to prevent ability to download such data.
LSfV: Four Areas Identified within UC Health System

- Commissioned by the UC Health Leaders
  - Jack Stobo; School of Medicine Deans; CEOs of Medical Centers
- Revenue Cycle
  - Focus on integrative value and system standardization. It is looking to deliver substantial economic value over the next few years.
- Supply Chain
  - Focused on hospital and clinic supplies.
  - Development stage with committed $50 M in savings this year, a single executive in an interim role as a leader, and a very active recruitment for a permanent leader.
- Clinical / anatomic Lab
  - Organized a single administrative group to lead operational improvement efforts for UC Health and is exploring a capability to support utilization review and improvement.
- Information Technology
  - The latest LSfV area to be targeted and was initiated in August 2014 in a workshop with the 5 Med Center CIOs.
General Information About IT LSfV

• IT LSfV Team:
  • Scott Cebula: Lead and facilitation
  • Tom Andriola: UCOP CIO
  • Edward Babakanian: UCSD Med Center CIO
  • Joe Bengfort: UCSF CIO
  • Michael Minear: UC Davis Med Center CIO
  • Charles Podesta: UCI Med Center CIO

• Areas of Focus:
  • Business Intelligence and Analytics
  • Electronic Health Records
  • IT Big Buy (related to Supply Chain)
  • Stakeholder Partnerships (e.g. Imaging/Radiology, Pharmacy)
  • IT Cost Transparency Across the Med Centers
# Dashboard Status – as of 9/16/14

## Dashboards - Live

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashDash (+ Research)</td>
<td>Operational Metrics (LOS, Volume, Cash, Case Mix) w/ Research patient filter</td>
</tr>
<tr>
<td>QualDash v1.2</td>
<td>388 Metrics (Infection, Core Measures, Safety, Patient Sat)</td>
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<tr>
<td>DischDash</td>
<td>Discharges before noon metrics</td>
</tr>
<tr>
<td>Service Line</td>
<td>Volumes / Costs by Service Line</td>
</tr>
<tr>
<td>Research Data Browser</td>
<td>De-identified research cohort selection tool</td>
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## Dashboards - in Development

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
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<tbody>
<tr>
<td>Verbal / Telephone Orders</td>
<td>Performance w/ order entry</td>
</tr>
<tr>
<td>Balanced Scorecard</td>
<td>Quality, Finance, Operations &amp; Patient Satisfaction</td>
</tr>
<tr>
<td>IT Problem Tickets</td>
<td>Internal IT metrics</td>
</tr>
<tr>
<td>HB Revenue Cycle</td>
<td>Replace other report needs</td>
</tr>
<tr>
<td>Inpatient Flu Compliance</td>
<td>Performance on CMS flu compliance</td>
</tr>
<tr>
<td>Patient Satisfaction</td>
<td>Inpatient / Outpatient satisfaction scores</td>
</tr>
<tr>
<td>School of Medicine Student</td>
<td>Medical student competency scores for students &amp; advisors</td>
</tr>
</tbody>
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Accomplishments & Outcomes by 6/26/14

Data / Metrics

550

Sources

9

Team

Applications

Twelve

Sessions

Reports streamlined

Twenty Eight

Users

Discharges 293
Executive 288
Quality 205
Service Line 83
Research 54

550

393

New Requests since launch

38
IT Roadmap

- 12 IT Roadmap projects approved for CFP funds in April 2014 (B&I Committee Update); 3 year total under $15M (FY14 to FY16)
122. Committee on Equal Opportunity

A. Membership: This Committee shall consist of at least ten members.
   1. The membership shall include at least one representative from each of the Schools and the Graduate Division. [Am 5 June 91, 1 Sep 03]
   2. A member of the Committee on Privilege and Tenure and a member of the Committee on Academic Freedom shall serve as ex officio members. [Am 1 Sep 03]
   3. The Director of the Office of Affirmative Action/Equal Opportunity/Diversity or his/her designee shall serve as a non-voting ex officio member. [Am 1 Sep 03]
   4. The membership shall include at least one appointee from the Clinical and one from the Adjunct series. [Am 1 Sep 03]
   5. All members shall be voting members except when proscribed by Academic Senate bylaws and regulations. [Am 1 Sep 03]
   6. A quorum shall consist of five voting members. [Am 1 Sep 03]

B. Duties:
   1. To review the status of underrepresented groups in those areas in which the Senate has jurisdiction. [Am 1 Sep 03]
   2. To report annually on the policies and the progress of the Division toward achieving equal opportunity for underrepresented groups. [En 12 May 77] [Am 1 Sep 03]
   3. To serve as the review Committee for the Faculty Development (formerly Pre-Tenure) Awards, originating out of the Chancellor’s office. [Am 1 Sep 03]
   4. To review regularly and revise as necessary the Faculty Handbook for Advancement and Promotion at UCSF. The Committee should consult with other Divisional committees, campus committees, and administrative bodies regarding this handbook as appropriate. [Am 1 Sep 03]
The Academic Assembly is the highest authority in the UC Systemwide Academic Senate. UCSF currently has 4 delegates to the Academic Assembly based on ~1,250 Senate faculty (~1,150 UCSF non-Senate faculty are not counted in the census).

Academic Assembly Membership: President of the University, Chair & Vice Chair of the Senate, Chairs of each Division, Chairs of UC Systemwide Committees on Educational Policy, Academic Personnel, Faculty Welfare, Graduate Affairs, Planning & Budget, BOARS, University Committee on Research Planning (UCORP), and 40 Divisional Representatives (Delegates).

Academic Council reports to the Academic Assembly.

Academic Council Membership: Chair & Vice Chair of Senate, Chairs of each Division and Chairs of the UC Systemwide Committees listed above.

Each Campus is a Senate Division
- Berkeley
- Davis
- Irvine
- Los Angeles
- Merced
- Riverside
- San Diego
- Santa Barbara
- Santa Cruz

The Chair of each Division is a member of the Academic Council.

UC Systemwide Standing Committees
- Academic Freedom
- Academic Personnel
- Affirmative Action & Diversity
- Board of Admissions & Relations with Schools (BOARS)
- Committees
- Computing & Communications
- UC Press Editorial
- International Education
- Educational Policy
- Faculty Welfare
- Graduate Affairs
- Library & Scholarly
- Academic Planning & Budget
- Privilege & Tenure
- Research Policy
- Rules & Jurisdiction
- Preparatory Education

Due to historical precedent, some Chairs of Systemwide Committees are members of the Academic Council and some are not. Refer to Assembly of the Academic Senate for more information (above).

San Francisco Division Officers
Chair, Vice Chair, Secretary and Parliamentarian
- Chair - Oversees all activities of the Division.
- Vice Chair - Assists the Chair.
- Secretary - Oversees the Academic Senate Office.
- Parliamentarian - Maintains parliamentary procedure.

UCSF Academic Senate Officers are appointed for 2-year terms.

UCSF Delegates to the Assembly
4
Refer to Assembly of the Academic Senate for more information (above).

Coordinating Committee
- Division Officers
- Standing Committee Chairs
- Delegates to Assembly
- Vice Chancellors
- Deans
- Faculty Council Chairs
- Prior Division Chair

The Coordinating Committee coordinates the activities of the Standing Committees.

San Francisco Division Standing Committees
- Academic Freedom
- Academic Personnel
- Academic Planning & Budget
- Clinical Affairs*
- Committee on Committees
- Courses of Instruction*
- Educational Policy
- Equal Opportunity
- Faculty Welfare
- Graduate Council
- Library and Scholarly
- Communications
- Privilege and Tenure
- Research
- Rules and Jurisdiction
- Sustainability

UCSF appoints representatives from division Standing Committees to serve on UC Systemwide Standing Committees.

*Campus committee with no UC Systemwide counterpart

Faculty Councils
- School of Dentistry
- School of Medicine
- School of Nursing
- School of Pharmacy

Each School Faculty Council represents its faculty to their school Dean and to the Academic Senate. Each Faculty Council Chair serves on the Coordinating Committee.

The School Faculties
All the individual faculty members of each school make up their school faculty.

Committee on Committees
The UCSF Committee on Committees nominates Division Officers, all members of UCSF Standing Committees and UCSF Representatives to UC Systemwide Committees. Their nominations are ratified by the Division, i.e. UCSF Faculty. Committee on Committees members are elected to serve 3-year terms.

senate.ucsf.edu
Updated 09/19/14
TO THE ASSEMBLY OF THE ACADEMIC SENATE:

The University Committee on Affirmative Action and Diversity (UCAAD) met four times in person and once via teleconference during the 2013-14 academic year. In accordance with its duties as outlined in Senate Bylaw 140, UCAAD considered policies related to staff, faculty, and student diversity, as well as statistical data and other measures for successful implementation of those policies.

At the October meeting, the committee set forth a series of objectives for 2013-2014. Below is a summary of some of the accomplishments and issues the committee handled over the past year.

**Analysis of UC Pay Equity Study**

In 2012-13, UCAAD reviewed the Pay Equity Study Plans submitted by the campuses. Overall, members expressed surprise at the lack of implementation strategies and data analysis in most of the plans. The Academic Council, having received similar messages from other committees, wrote a letter to the Vice Provost suggesting that a set of metrics be developed that would provide a consistent approach and allow for comparative analysis.

In 2013-14, the Vice Provost discussed with UCAAD the status of the various campus Pay Equity Plans, with Davis’s largely acknowledged to be the most thorough. Members from some campuses expressed frustration with the level of communication and action at their sites. A suggestion was made that perhaps a joint administrative and Senate committee should be formed to address this issue going forward. That said, some members also stated that the funds for a continuing/repeated study could best be used toward direct remediation.

The Committee discussed the need for an ongoing mechanism for campus review, with the suggestion that campuses submit updated plans every three years. It was felt that regular reporting would help keep campuses on track and allow for more rapid identification and remediation of any problems or obstacles that might exist. The committee also expressed concern about the lack of transparency in the retention process. Members said that it should be less opaque and should be interlocked with the Faculty Diversity Workgroup recommendations. UCAAD transmitted a letter outlining its concerns to President Napolitano via Council Chair Jacob at the end of the 2013-14 year.

**ADVANCE PAID**

UC ADVANCE PAID was a program sponsored by the National Science Foundation to recruit, retain, and advance female faculty in the fields of science, technology, engineering, and mathematics. In 2013-14, the program hosted two day-long roundtables: *The Role of Contributions to Diversity in Faculty Hiring and Academic Review* (held October 25 at UCSD) and *Workplace Climate: Assessments and Interventions to Improve Diversity Among STEM Faculty* (held April 23 at UCD). The April workshop was the fifth and final ADVANCE PAID program and featured a keynote address by Meg Urry, Israel Munson Professor of Physics and Astronomy and Director of the Yale Center of Astronomy. Chair Roxworthy moderated panels at both roundtables and noted that while the workshop series was considered beneficial and effective, the future of the ADVANCE PAID program is somewhat uncertain now that the grant funds are spent. In order to strengthen the chances that these efforts would be continued beyond the grant period, UCAAD gave the Vice Provost feedback on a letter she wrote to President Napolitano about the future of the program.

**APM 210.1.d**

Throughout the course of last year, UCAAD and UCAP worked together to improve the efficacy of APM 210.1.d. This discussion was an outgrowth of complaints from several faculty members who argued that research in diversity is not given the same value as other types of research at UC. The new language of APM
210.1-d finally went out for systemwide review in 2013-14. The committee hopes to have the new language adopted during the 2014-15 year.

**UC Campus Climate Survey**
Despite frequent announcements that the draft results of the 2012-13 Campus Climate Study would be released to the campuses by November 2013, they were not brought forward until the March 2014 Regents’ meeting.

Chair Roxworthy remarked that the release of the campus climate results was carefully scripted and controlled. Members expressed concern that the survey results were largely being glossed over with little or no attention paid to problematic areas. Chair Roxworthy remarked that Regent Island had expressed a good deal of concern about the survey response rate. Diversity, Labor, & Employee Relations Director Amy K. Lee stated that it might be helpful for UCAAD to collectively critique the survey itself along with the presentation of the data.

The President’s Advisory Council on Campus Climate has been suspended until the new president determines how to use the survey data.

**Regents’ Fellowship Proposal**
In 2013-14, UCAAD was thrilled to learn about the progress and success of the newly launched Historically Black Colleges and Universities (HBCU) initiative. The UC-HBCU Initiative works to improve the representation of African American students in UC graduate programs, particularly Ph.D. programs, by investing in proactive connections between UC faculty and HBCUs. More than 80 HBCU fellows are expected to conduct research at nine UC campuses during summer 2014.

At a meeting with UCAAD last year, Regent Fred Ruiz asked the committee to develop language for a Regents’ fellowship specifically to increase and build diversity in the UC teaching pipeline. In consultation with Director of Graduate Studies Pamela Jennings, then-chair Manuela Martins-Green worked to draft a proposal for Hispanic-Serving Institutions (HSIs) and Tribal Colleges and Universities (TCUs) that would be similar to the HBCU initiative. Academic Council approved this proposal in July 2014.

If the President and Board of Regents approve the proposal, the HSI/TCU grants will be available to principal investigators in all disciplines. Funds may be used in a variety ways to achieve the goals of increased representation, including bringing students to UC campuses for summer research programs, developing web-based tools that allow ongoing collaborations between HSI/TCU students and UC faculty at distant locations, or meetings to establish new collaborations with HSI/TCU students and faculty. The funded research internships (including room, board, stipends, and travel expenses) will be for undergraduate or master’s level students from any HSI/TCU institution.

**Gender Identity and Sexual Orientation**
In 2012, UCAAD united with BOARS in recommending against the collection of gender identity and sexual orientation data on application materials. In 2013-14, members expressed concern that the LGBT Task Force has ignored those recommendations in drafting its final report. Members agreed that UCAAD could support adding “gender expression” to all applicable UC policies, as it has already been added to UC’s statement on non-discrimination; an “opt-in” for data collection would be better than “opt-out;” field research is essential to find out how comfortable students are with providing this kind of information. Overall, the committee felt that the questions needed to back to the LGBT task for further work and improvement.

**Diversity Theatre Intervention**
As the centerpiece of a systemwide diversity training for department chairs and deans to be held on all ten campuses in 2014-15 (funded by a small piece of the President’s PPFP initiative of $5M) UCAAD discussed the possibility of staging short “theatre intervention” performances for deans and department chairs. These performances would be interactive and would highlight the types of hidden or micro-aggressions that are
sometimes not noticed by individuals in administrative positions. The goals of the intervention would be to help participants gain a better understanding of implicit bias and micro-aggressions and their impact on departmental/campus climate; to increase participants’ effectiveness at recognizing and interrupting/addressing micro-aggressions when they occur; and to offer participants practical strategies and best practices toward developing inclusive departmental climates whether in recruitment, retention, or other departmental/school activities. Chair Roxworthy has been tasked with writing and directing the theatre program for the systemwide diversity training.

The committee discussed the need for a professional, polished production and advocated that attendance be made compulsory for deans and department chairs. It was agreed that representation by Chancellors and EVCs would do much to bolster participation and attendance. Ultimately, the committee would like to have the presentation/training be part of a regular University compliance program, as is currently the practice with sexual harassment training. Evaluation would be three-fold: a participant pre-survey, a post-survey, and one six months later to gauge retention and applicability. The presentation would also include handouts with references to research that substantiates the prevalence of micro-aggressions and their impact on underrepresented faculty.

**Faculty Review Processes, Questions, and Concerns**
A UCAAD member raised the issue of “secret” letters possibly being considered when faculty are up for a major review. He stated that there is a practice of having two letters: one from the department, and a closed letter that the chair can write privately to the dean. The committee expressed great astonishment that this policy exists within the University. The committee agreed that APM 220 needs to be amended to eliminate the “secret” letter. Chair Roxworthy took the item to Vice Provost Carlson who recommended polling all ten campuses to see how the policy is being implemented in each local context before proceeding with attempts to revise APM 220.

**Campus Violence/Hate Crimes**
Vice Chair Lopez-Carr mentioned the Santa Barbara shootings and asked if the University had a policy regarding handguns on campus. The committee agreed that the recent shootings had a misogynistic cast. Chair Roxworthy agreed to discuss with Council the allowance of guns on campus and if the University is (or should be) invested in the gun industry.

**Acknowledgements**
UCAAD is grateful to have had valuable input from and exchange with these UCOP and campus consultants and guests over the past year: Provost Aimée Dorr, Vice Provost Susan Carlson, Director of Graduate Studies Pamela Jennings, and Diversity, Labor, & Employee Relations Director Amy K. Lee. The committee also thanks the numerous faculty members who, as alternates, kindly represented their respective campuses at UCAAD meetings throughout the year. Senate Analyst Fredye Harms provided invaluable support throughout the year. Finally, a special thanks and best wishes for a happy retirement to Academic Senate Executive Director Martha Winnacker.
November xx, 2014

Jae Woo Lee, Chair
Committee on Rules & Jurisdiction
UCSF Academic Senate Office
500 Parnassus Avenue, MUE 231
San Francisco, CA 94143

Re: Proposed Bylaw Changes to Committee on Academic Personnel

Dear Chair Lee:

The Committee on Academic Personnel (CAP) for the San Francisco Division of the University of California Academic Senate has initiated bylaw changes at the joint request of the Committee on Equal Opportunity (EQOP) and Vice Provost (VP) Brian Aldredge, Office of Academic Affairs.

During the 2013-2014 academic year, both VP Aldredge and then Chair Gordon Fung of EQOP requested at the Annual CAP Retreat that the Committee on Academic Personnel take on ownership of revisions to the UCSF Faculty Handbook.

CAP Chair Yee and other members agreed to handle that moving forward.

Members of the EQOP Committee would retain an advisory role in reviewing proposed revisions for any necessary language pertaining to diversity or equal opportunity.

The attached proposed changes to the Committee on Academic Personnel bylaws add in language addressing this new responsibility. They also remove the language regarding that responsibility from the Committee on Equal Opportunity. Further editorial changes are made to the EQOP bylaws to clarify their new role in Faculty Handbook revisions.

Both Committees look forward to a swift approval of these proposed revisions. Do contact us with any questions.

Sincerely,

Judy Yee, MD, FACR, Chair
Committee on Academic Personnel
UCSF Academic Senate

Janice Tsoh, PhD, Chair
Committee on Equal Opportunity
UCSF Academic Senate
Committee on Academic Personnel

A. Membership:
   a. This committee consists of at least seven and no more than nine members of Professor rank in Tenure Track, Clinical–X and In-Residence series, serving staggered terms of three years. It shall contain members from each School and should be representative of the broad missions of UCSF, including members who are involved in the Basic, Clinical, and Social/Behavioral Sciences. [Am 1 Sep 03, 18 Nov 04, 16 Oct 13, 01 Jan 14]
   b. This committee consists of up to two non-voting appointed members of the Professor rank in the Health Sciences Clinical or Adjunct Series who will serve for a term of three years each. [01 Jan 14]

B. Duties:
   0. To make recommendations to the President and/or the Chancellor concerning appointments, advancements, reviews, policy and related matters. This committee represents the Division in all such matters. The committee works in partnership with the Academic Affairs Office and provides weekly reports to the Vice Provost, Academic Affairs, on matters related to faculty file actions. [Am March 01, Am 01 Jan 14]
   1. To review regularly and revise as necessary the Faculty Handbook for Advancement and Promotion at UCSF. The Committee should consult with other Divisional committees, campus committees, and administrative bodies regarding this handbook as appropriate. [Am 1 Nov 14]
   1.2. Annual Awards
      a. Distinction in Teaching Award: To receive nominations annually for recipients of awards of distinguished teaching from departmental chairs or from individual members of the faculty and from currently enrolled students. Nominations must be made to the committee on or before March first each year. It shall set up methods for inviting nominations.
      b. Distinction in Mentoring Award: A committee member will chair the Distinction in Mentoring Award selection committee with one member from each School at the Associate rank and one member from each School at the full Professor rank as appointed by the Committee on Committees. [01 Jan 14]
      c. To convey to the Division annually its recommendations and establish procedures for publicity of the awards. [Am 4 May 72, 16 May 78]

Committee on Equal Opportunity

A. Membership: This Committee shall consist of at least ten members.
   1. The membership shall include at least one representative from each of the Schools and the Graduate Division. [Am 5 June 91, 1 Sep 03]
   2. A member of the Committee on Privilege and Tenure and a member of the Committee on Academic Freedom shall serve as ex officio members. [Am 1 Sep 03]
   3. The Director of the Office of Affirmative Action/Equal Opportunity/Diversity or his/her designee shall serve as a non-voting ex officio member. [Am 1 Sep 03]
   4. The membership shall include at least one appointee from the Clinical and one from the Adjunct series. [Am 1 Sep 03]
   5. All members shall be voting members except when proscribed by Academic Senate bylaws and regulations. [Am 1 Sep 03]
   6. A quorum shall consist of five voting members. [Am 1 Sep 03]

B. Duties:
   1. To review the status of underrepresented groups in those areas in which the Senate has jurisdiction. [Am 1 Sep 03]
   2. To report annually on the policies and the progress of the Division toward achieving equal opportunity for underrepresented groups. [En 12 May 77] [Am 1 Sep 03]
   3. To serve as the review Committee for the Faculty Development (formerly Pre-Tenure) Awards, originating out of the Chancellor’s office. [Am 1 Sep 03]
   4. To advise on review proposed regularly and revision by the Academic Senate’s Committee on Academic Personnel to the Faculty Handbook for Advancement and Promotion at UCSF, for inclusion of any necessary and current language pertaining to diversity or equal opportunity by the Academic Senate’s Committee on Academic Personnel to the Academic Senate’s Committee on Academic Personnel to the Faculty Handbook for Advancement and Promotion at UCSF. The Committee should consult with other Divisional committees, campus committees, and administrative bodies regarding this handbook as appropriate. [Am 1 Sep 03, Am 1 Nov 14]